

Department of the Army
Pamphlet 672-20

Decorations, Awards, and Honors

Incentive Awards Handbook

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SUMMARY of CHANGE

DA PAM 672-20
Incentive Awards Handbook

This new Army pamphlet--

- o Provides a detailed explanation of nomination procedures and processing (chap 2).
- o Places awards by Non-Federal organizations in alphabetical order and adds the Excellence in Administration Award, the GEICO Public Service Award, the Nick Hoge Award, the William H. Kushnick Award, and the John W. Macy Jr. Award (chap 4).
- o Includes Presidential and Department of Defense honorary and public service awards (chaps 3 and 5).
- o Lists the ordering information necessary for procuring recognition devices and forms (chap 7).

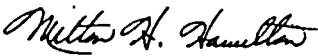
Decorations, Awards, and Honors

Incentive Awards Handbook

By Order of the Secretary of the Army:

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General, United States Army
Chief of Staff

Official:



MILTON H. HAMILTON
Administrative Assistant to the
Secretary of the Army

History. This UPDATE printing publishes a new Army pamphlet.

Summary. This pamphlet furnishes detailed information on the nomination and approval process for both honorary and monetary awards authorized by AR 672-20. Particular attention is focused on clear directions for

submitting complete nominations and on clarifying and expediting the awards process.

Applicability. This pamphlet applies to all direct-hire Army civilian personnel (including U.S. Army Reserve technicians and foreign nationals) paid from appropriated funds. Where specifically referenced, this pamphlet also applies to nonappropriated fund employees, indirect-hire employees, Active Army personnel, and private citizens. Portions pertaining to inventions and scientific achievements also apply to all Active Army and U.S. Army Reserve personnel, including cadets at the U.S. Military Academy. This pamphlet does not apply to Army National Guard personnel including Army National Guard technicians.

Proponent and exception authority. The proponent of this pamphlet is the Deputy Chief of Staff for Personnel (DCSPER). The DCSPER has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulation. The DCSPER may delegate this approval authority in writing, to a division chief under their supervision within the proponent agency who holds

the grade of colonel or the civilian equivalent.

Interim changes. Interim changes to this pamphlet are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the HQDA (DAPE-CPL), 300 Army Pentagon, WASH DC 20310-0300.

Distribution. Distribution of this publication is made in accordance with the requirements on DA Form 12-09-E, block number 5393, intended for command levels C, D, and E for the Active Army, none for the Army National Guard, and C for the U.S. Army Reserve.

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Chapter 1 Recognizing Achievements with Incentive Awards

1-1. Purpose

This pamphlet explains the nominating procedures to implement awards policy prescribed in AR 672-20.

1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this pamphlet are explained in the glossary.

1-4. Recognition

Recognition of achievements is essential to sustaining high levels of proficiency and productivity. Whenever possible, joint military and civilian recognition ceremonies are encouraged.

Chapter 2 Processing Awards for the Army Incentive Awards Board

2-1. Awards reviewed by the Army Incentive Awards Board (AIAB)

a. Individual cash awards over \$10,000 must be reviewed by the AIAB. Prior to AIAB review, the major command will submit the award nomination for audit by the U.S. Army Audit Agency (AAA). The AAA will verify tangible benefits.

b. All awards signed by the Secretary of the Army (SA) must be reviewed by the AIAB. Nominations, except for the Decoration for Exceptional Civilian Service, are generally requested on an annual basis. A calendar of annual awards is at table 2-1. However, since some awards are sponsored by organizations outside of the Department of the Army (DA), changes may occur. Notification of change will be made by separate message.

2-2. Address for the AIAB

All award nominations to be reviewed by the AIAB should be sent through channels to the Executive Secretary, Army Incentive Awards Board, ATTN: HQDA (DAPE-CPL), Deputy Chief of Staff for Personnel, 300 Army Pentagon, WASH DC 20310-0300.

2-3. Preparation of award nominations

a. Nominations forwarded for review by the AIAB should contain the information outlined below in the following order:

(1) *Endorsement*. An endorsement signed by the major Army command (MACOM) commander. The endorsement should summarize the award package and may include the personal views of the commander.

(2) *DA Form 1256, Incentive Award Nomination and Approval*.

Do not abbreviate titles of positions or organizations. Use complete telephone numbers including area codes. Inclusive dates for the nomination period should not coincide with the period of time covered by previous recognition for the same type of award (the Department of Defense (DOD) Distinguished Civilian Service Award and the President's Award for Distinguished Federal Civilian Service are exceptions). All data entries should include signatures and dates where required.

(3) *Biographical data*. A brief biographical sketch should include the following:

- (a) Date and place of birth.
- (b) Education and degrees conferred.
- (c) Significant employment record.
- (d) Type of appointment.

(4) *Citation*. One paragraph consisting of 50 to 60 words including the name, title, place of employment, and period of time covered by the award. The citation should highlight the nominee's specific achievement. Do not use abbreviations, spell out United States.

(5) *Justification*. A summary of achievements and benefits, not more than two single-spaced pages, stated in specific terms, and including date(s) of achievement. Be as specific and quantitative as possible.

(6) *Previous awards and publications*. Begin with the current year and list other previous recognition, such as honorary awards, Exceptional Performance Ratings, Performance Awards, Quality Step Increase (QSI), or special citations. List publications by title and date.

(7) *Certification*. Equal Employment Opportunity (EEO) and adverse action certification.

(8) *Photographs*. For the Decoration for Exceptional Civilian Service, the nomination package must include a photograph (head and shoulders view, professional attire preferred) to be used in the Secretary of the Army Awards Ceremony program booklet. For the DOD Distinguished Civilian Service Award, please enclose five photographs.

b. Exceptions to these procedures may be found under the description of the specific award.

2-4. Submission of award nominations

a. Award nominations will be submitted on DA Form 1256 in an original and seven copies to the Executive Secretary, AIAB.

b. Nominations will be forwarded by personal endorsement of the appropriate MACOM commander. Major commands are identified in AR 10-5.

c. The MACOM will be informed when the award nomination is approved, disapproved, or remanded. A certificate and decoration set (medal with suspension ribbon and lapel button) for all awards approved will be sent to the MACOM for presentation. The DA Form 1256 will be returned for recording and reporting purposes.

Table 2-1
Calendar of annual awards

Month	Award	Eligibility	Approval level	Responsible Office
All year-Jan/Aug	Decoration for Exceptional Civilian Service	Civilian Employees	Secretary of the Army	DAPE-CPL/Presented at SA Ceremony
30 Jan ¹	John W. Macy, Jr.	Civilian and Military Employees	Secretary of the Army	DAPE-CPL
30 Jan ¹	William H. Kushnick	Career Civilian Employees	Secretary of the Army	DAPE-CPL
1 Apr ¹	Outstanding Army Employee with Disability	Civilian Employees	Secretary of the Army	OASA(M&RA)
2 May ¹	Army Editor of the Year	Civilian and Military Employees	Secretary of the Army	ASQZ-SPS/Presented at SA Ceremony
2 May ¹	Award for Outstanding Achievement in Equal Employment Opportunity	Civilian and Military Employees	Secretary of the Army	SFEOA/Presented at SA Ceremony

Table 2-1
Calendar of annual awards—Continued

Month	Award	Eligibility	Approval level	Responsible Office
2 May ¹	Secretary of the Army Award for Publications Improvements	Civilian and Military Employees	Secretary of the Army	ASQZ-SPS/Presented at SA Ceremony
31 May	Suggester of the Year	Civilian and Military Employees	Secretary of the Army	DACS-DME/Presented at SA Ceremony
30 Jun ¹	GEICO Public Service	Career Civilian Employees	GEICO Public Service Awards Selection Committee	DAPE-CPL
30 Jun	Presidential Quality and Management Improvement	Civilian and Military Employees	President of the United States	DAPE-CPL
30 Jul	Nick Hoge	Civilian and Military Employees	Assistant Secretary of the Army (M&RA)	TAPC-CPP
30 Sep ¹	National Public Service	Career Civilian Employees	National Public Service Award Committee	DAPE-CPL
30 Sep ¹	Roger W. Jones Award for Executive Leadership	Career Federal Executives	Roger W. Jones Award Selection Committee	DAPE-CPL
30 Oct ¹	Excellence in Administration	Civilian and Military Employees	Secretary of the Army	DAPE-CPL
Nov ¹	Presidential Ranks of Distinguished/Meritorious Executives	Career Senior Executive Service members	President of the United States	DAPE-CPS
30 Nov ¹	Arthur S. Flemming	Civilian and Military Employees	Arthur S. Flemming Commission	DAPE-CPL
30 Nov	Secretary of the Army Award for Outstanding Achievement in Materiel Acquisition	Civilian and Military Employees	Secretary of the Army	DAPE-CPL
1 Dec	President's Award for Distinguished Federal Civilian Service	Career Federal Civilian Employees	President of the United States	DAPE-CPL
30 Dec ¹	William A. Jump	Civilian and Military Employees	William A. Jump Memorial Foundation	DAPE-CPL
	Congressional Award for Exemplary Service ¹	Career Civilian Employees	Office of Personnel Management	DAPE-CPL

Notes:

¹ As announced

Chapter 3 Honorary Awards

3-1. Concept

This chapter contains honorary awards granted by the President and DOD.

3-2. The President's Award for Distinguished Federal Civilian Service

a. This award, which consists of a medal, a citation signed by the President, and a rosette, is the highest honorary award that the Federal Government can grant to career employees in recognition of exceptional achievements that are of unusual benefit to the Nation. The award can be granted at any time by the President to recognize an individual whose outstanding achievements have current impact on improved Government operations or the public interest and exemplify, to an exceptional degree, imagination, courage, and exceptional ability in carrying out the mission of the Government.

b. The importance of the achievements to the Government and to the public interest should be so outstanding that the employee is deserving of greater public recognition than that which can be granted by the Secretary of the Army (SA) or the Secretary of Defense (SECDEF). The award may be presented for the best achievements having current impact in improving Government operations or serving the public interest.

c. These achievements should exemplify one or more of the following qualities:

- (1) Imagination in developing creative solutions to problems in Government.
- (2) Courage in persevering against great odds and difficulties.
- (3) Exceptional ability in accomplishing extraordinary scientific or technological achievement; in providing outstanding leadership in

planning, organizing, or directing a major program of unusual importance and complexity; or in performing an extraordinary act of credit to the Government and the country.

(4) Long and distinguished career service.

d. Presidential appointees serving in noncareer positions are not eligible for consideration for this award.

e. Nominees should have received the Decoration for Exceptional Civilian Service and the DOD Distinguished Civilian Service Award.

f. Nominations for the award should be submitted through command channels to the Executive Secretary, AIAB before 1 December. DA Form 1256 will accompany the nomination.

g. Nominations for this award will be typed single-spaced, on one side of standard size paper and will consist of the following:

(1) *First page.* A brief biographical sketch, in itemized format, containing the following information:

- (a) Date and place of birth.
- (b) Significant educational background.
- (c) Significant employment record.
- (d) Type of appointment.
- (e) Current grade level.

(2) *Second page.* A proposed citation for the signature of the President, containing 50 to 60 words in two-paragraph form, highlighting the significance of the nominee's achievement.

(3) *Other pages.* Additional pages with topical headings as follows:

(a) *Summary of achievement.* Not more than one page. State in specific terms, including dates of achievement.

(b) *Additional details.* In nontechnical language, illustrate how the nominee was personally responsible for the achievement.

(c) *Benefits.* Discuss specific benefits of improving Government operations or serving the public interest. Describe separately the tangible and intangible benefits to the Government.

(d) *Personal qualities.* Give examples of personal qualities of the

nominee which made his or her achievement possible, if these have not been covered already under previous headings.

(e) *Other awards received.* Include a statement describing any other significant awards or honors received by the nominee which support the nomination.

(f) *Additional material.* Supporting or technical material may be submitted to supplement the nomination. There is no limitation on the amount of such material that may be submitted; however, supporting material should be submitted separately in bound form.

3-3. The Presidential Quality and Management Improvement Award

a. This award is granted to a limited number of recipients of Presidential Letters of Commendation. Individuals, small working groups, teams or task forces, civilian or military personnel, whose exceptional achievements significantly improve Government operations or the delivery of services to the public, may be nominated.

b. This award, which consists of a plaque, is granted annually by the President in limited numbers for achievements resulting in substantial tangible benefits to the Government or representing exceptional achievement in an area of high Presidential interest or concern.

c. This program encourages participation through suggestions, inventions, or special achievement beyond job requirements to improve Government operations and the quality of services provided to the public. Recognition will be in addition to awards granted by the Command.

d. Contributions must have resulted in either tangible benefits to the Government of \$250,000 or more or improvements in the quality of Government services or products which, even though they cannot be measured in dollar terms, have corresponding value.

e. Activity commanders will review contributions made by their personnel that have been recognized by a Presidential Letter of Commendation as described in Federal Personnel Manual (FPM), chapter 451.5-2.c. during the fiscal year. They will recommend, for the Presidential Quality and Management Improvement Award, those contributions which they believe merit this recognition.

f. Nominations will be submitted to the Executive Secretary, AIAB to reach HQDA (DAPE-CPL) by 30 June using the format in paragraph 3-2g. Nominations for this award and for the Presidential Letter of Commendation may be submitted at the same time. There are no limitations on the number of nominations that may be submitted for this award; however, the benefits must be validated by the Command's local audit agency.

3-4. Department of Defense Distinguished Civilian Service Award

a. The Department of Defense Distinguished Civilian Service Award is the highest award given by the SECDEF to career employees. This award consists of a gold medal, a rosette, and citation signed by the SECDEF. It is presented in an annual ceremony to a small number of DOD civilian employees whose careers reflect exceptional devotion to duty and extremely significant contributions of broad scope to the efficiency, economy, or other improvement in the operations of DOD.

b. An individual who receives the DOD Distinguished Civilian Service Award is eligible for a future grant of the same award if such consideration is based on a different achievement or service performed during a later period.

c. Army nominations for this award should be made from among those employees who have been awarded the Decoration for Exceptional Civilian Service. In those instances in which the contributions or achievements are so outstanding as to warrant consideration for

the DOD award, concurrent nominations may be submitted for both awards. Nominations for employees about to retire should be extremely rare and are highly discouraged.

d. Nominations will be submitted to the Executive Secretary, AIAB, not later than 28 February, or as announced.

3-5. Presidential Recognition Program

a. Major achievements by civilian employees and soldiers that improve Government operations or the delivery of services to the public will be considered for personal Letters of Commendation from the President. Those who receive letters of special significance will be considered yearly for the Presidential Quality and Management Improvement Awards.

b. Civilian employees and soldiers whose contributions are beyond job requirements and result in first-year measurable benefits of \$250,000 or higher, or represent exceptional management improvement contributions of equal benefit to the Government in areas that have high Presidential interest and concern, are eligible for nomination.

c. Any or all of the following criteria will be applied in the screening of nominations:

- (1) Reduction of operating costs.
- (2) Better use of staff or materiel resources.
- (3) Elimination of fraud, waste, or abuse.
- (4) Reduced budget requests (from previous levels).
- (5) Widespread or Government-wide application.
- (6) Degree of simplification, improved performance, or creativity involved.
- (7) Increased output, especially to the public.

d. Nominations may be submitted at any time for an individual, small working group, team, or task force. Nominations may not be made for units or organizations.

e. Nominations will be prepared in duplicate together with one copy of DA Form 1256 or DA Form 2441 (Suggestion Award Certificate), as applicable. Nominations will be submitted to the Executive Secretary, AIAB, by a cover letter signed by the commanding officer of the activity. It will certify either the measurable benefits to the Government or the significance of the contribution within the area of Presidential interest.

3-6. Other recognition devices

a. Letters or memoranda of Appreciation or Commendation may be granted by supervisors for specific instances of above-standard performance or work achievements by an individual employee or small group of employees that warrant special recognition but do not meet criteria for a higher or special award. Letters or memoranda may be prepared by a supervisor or official having direct knowledge of the employee's acts, services, or performance warranting recognition.

b. Special plaques and other recognition devices may be established by activity commanders, consistent with MACOM policy. These recognition devices may be granted by activity officials who are delegated authority by activity commanders. No review or processing by the incentive awards committee is required unless special local procedures mandate it.

3-7. Awards Hierarchy and Approval Levels Chart

Comparison of the top civilian and military awards is in table 3-1.

Table 3–1
Awards hierarchy and approval levels chart

Civilian award	Approval level	Military award	Approval level
Decoration for Exceptional Civilian Service	Secretary of the Army	Distinguished Service Medal	DA Chief of Staff
Meritorious Civilian Service Award	MACOM commanders	Legion of Merit	Commanders LTG and above depending upon purpose of award and rank of recipient ¹
Superior Civilian Service Award	Commanders MG and above and civilian equivalent	Meritorious Service Medal	Commanders MG and above
Commander's Award for Civilian Service	Commanders COL and above and civilian equivalent	Army Commendation Medal	Commanders COL and above
Achievement Medal for Civilian Service	Commanders LTC and above and civilian equivalent	Army Achievement Medal	Commanders LTC and above
Certificate of Achievement	Local commanders—may be redelegated to directors	Certificate of Achievement	Local commanders
Civilian Award for Humanitarian Service	Major commanders and above and civilian equivalent	Humanitarian Service Medal	US Total Army Personnel Command

Notes:

¹ Also Major Generals who are MACOM Commanders.

Chapter 4

Awards by Non-Federal Organizations

4–1. Explanation of categories

a. At various times during each year, DA is given the opportunity to nominate civilian employees for awards granted by non-Federal organizations to Federal employees who have made outstanding achievements in their Government careers. Headquarters, Department of the Army (HQDA) requests nominations upon receipt of the announcement from awarding organizations. However, the standards of competition for each award are similar enough from year to year to permit advance planning for nominations. DA Form 1256 will accompany each nomination.

b. Particular consideration should be given to employees who have been recommended for or who have received high-level awards or who have received exceptional performance ratings. Employees who have not received exceptional performance ratings, but who meet specific criteria for these awards, may be nominated.

c. The SA is the nominating official for all Army personnel recommended for awards covered in this chapter. The signature block on non-Federal nominating forms should be left blank.

4–2. Excellence in Administration Awards

a. The General Services Administration (GSA) established Government-wide awards in 1986 to recognize outstanding achievements in administration by Federal managers. Recognition of achievements is limited to the fields of supply, procurement, automated data processing, information management, and traffic and travel management, telecommunications, building management, real estate, design and construction management, fleet management, general administrative management, and health and safety contributions to these areas.

b. The award consists of an engraved plaque, a substantial cash award, and GSA's Excellence in Administration Award certificate. It is presented at the annual Partnership in Administration Conference usually held in the Spring. (Cash awards to members of the uniformed services are governed by section 1124, title 10, United States Code (10 USC 1124) and Executive Order 11438 (EO 11438)). Finalists will receive GSA's Certificate of Merit.

c. DA may nominate up to three individuals who have demonstrated outstanding leadership resulting in effective administrative management improvements within the past two years. Previous nominees may be reconsidered with updates to include their latest achievements. Groups may not be nominated, although individuals who led groups may.

d. Each nomination must include a narrative and a biography. The narrative should not exceed two pages and should include the

name of the nominee at the top of each page. The narrative must clearly indicate the following:

(1) The basis for the nomination, which must be a specific achievement within the past two years which significantly exceed what would normally be expected of one in his or her position.

(2) The originality of the nominee's accomplishments.

(3) How measurable improvement in administrative systems, management systems, or both were achieved.

(4) The effect of the nominee's accomplishments on the individual unit, the agency, or the U.S. Government as a whole.

(5) Documented, tangible, public policy benefits, or dollar savings.

(6) The extent to which the improvements would have been impossible or significantly lessened without the nominee's involvement.

(7) The long term or lasting benefit of the nominee's accomplishments in the efficiency, effectiveness, and economy of Governmental operations.

e. The biography should not exceed one page, and may cover up to a 10-year period. It must include a brief description of the nominee's assigned duties and responsibilities and should present a series of accomplishments that demonstrate the nominee's commitment to providing leadership in administration.

f. Nominations, which clearly indicate the appropriate field, must be received by the Executive Secretary, AIAB before 30 October.

4–3. Arthur S. Flemming Award

a. The Downtown Jaycees of Washington, DC presents this award each year to outstanding men and women in the Executive Branch of the Federal Government or members of the uniformed services who have not reached their 40th birthday before the last day of the year for which a recommendation is submitted. These individuals must have or will have a total of 3 years of Government service at the time of submission. (MACOM commanders may request a waiver of the age eligibility criterion.)

b. Ten separate awards are made— five to individuals in scientific or technical fields and five to individuals in administrative or executive fields. In both categories, the nominees should be active participants in community activities.

c. Awards will be made principally for outstanding and meritorious achievements having current impact on Federal programs or operations and for participation in community service. Special emphasis will be given by the judges to the categories of Professional Achievement and Community Involvement. Individuals previously nominated but not selected for a Flemming Award may be renominated.

d. The following selection criteria will be considered in evaluating nominations:

(1) *Federal employment history.* A brief chronological review of the nominee's Federal employment indicating the number of years within each position and a brief description of the nominee's present duties and responsibilities, including the scope of his or her work.

(2) *Professional achievement.* A description of specific accomplishments resulting in a material improvement in service, a substantial financial savings, or a significant social or technological progress for which the nominee is primarily responsible. Include in this section a description of the nominee's outstanding scientific or administrative abilities.

(3) *Community involvement.* A description of the community activities of the nominee outside of the professional sphere in which he or she has participated for the benefit of the community at large. Include in this section any civic, charitable, youth-oriented, or other volunteer projects in which the nominee has actively participated.

(4) *Award and publications.* A list of any Government or professional awards received and a list of any professional publications germane to the nominee's career.

(5) *Citation.* A citation of approximately 150 words describing the nominee's accomplishments. The following are examples: "For his outstanding achievement as a research scientist.... For her exceptional dedication and leadership in implementing...."

e. Nominations must be submitted in 20 copies on standard-size paper. All information submitted in the nomination should be type-written single-spaced with double spacing between paragraphs. The selection criteria listed in d above should each be completed on separate sheets of paper on one side only and should carry as a heading the abbreviated titles appearing at the beginning of each category.

f. Nominations must be submitted by 30 November to the Executive Secretary, AIAB. The Arthur S. Flemming Awards Program furnishes the official nomination forms. Prior year official nomination forms or reproductions thereof also may be used.

g. Winners of the award will be chosen by a panel of distinguished, nationally prominent judges. Each award winner will receive an engraved plaque. Awards will be presented at the Arthur S. Flemming Awards Program in Washington, DC.

4-4. GEICO Public Service Award

a. The Government Employees Insurance Company (GEICO) presents this award each year to four career civil service employees for special achievements and contributions to the public good. One award will be made in each of the following areas:

- (1) Substance abuse prevention and treatment.
- (2) Fire prevention and safety.
- (3) Physical rehabilitation.
- (4) Traffic safety and accident prevention.

b. In addition, one retired Federal employee will be honored for a contribution made since retirement in one of the four fields.

c. Nominees will be judged principally on the impact of their work related or nonwork related contributions and the extent to which they have served as an inspiration to others and brought credit to the Federal service. Each nomination will include the following:

- (1) Name, title, grade, organization, and address, including zip code.
- (2) Brief biographical sketch, to include education, employment history, and immediate family members.
- (3) Description (not to exceed two pages) of the specific achievement or service which would qualify the employee for the award.
- (4) Name and telephone number of individual to contact for further information.

d. Nominations must be submitted through command channels by 30 June to the Executive Secretary, AIAB.

4-5. Nick Hoge Award

a. This award recognizes DA personnel who author and submit papers on matters relating to civilian personnel administration and management that are judged professionally significant and of value to the DA. A Professional Development Seminar, based on the

winning paper, will be held each fall. The papers submitted will also be considered for publication in pertinent periodicals.

b. Listed below are some areas of interest to DA in which submission of papers may be encouraged. This list is neither restrictive nor inclusive. MACOMs may add areas of specific command concern to the following list in announcing this competition to their activities.

(1) Strengthening the Army's initiatives in the development of civilian members of the total Army.

(2) Improving the leadership of civilians.

(3) Improving customer service in civilian personnel offices.

(4) Reducing administrative costs of providing civilian personnel services.

(5) Enhancing the quality of work life for civilians.

(6) Revising or initiating systems, programs, and procedures to effect increased quantity or improved quality and timeliness of products or services relating to such aspects of civilian personnel administration and management as the following:

(a) Recruitment and promotions.

(b) Position and pay management.

(c) Career planning.

(d) Performance management.

(e) Managerial and supervisory development.

(f) Employee motivation and recognition.

(g) Handling complaints and grievances.

(h) Labor relations.

(i) Mobilization planning and preparedness.

(j) Family member assistance.

(7) Presenting a more effective organizational structure for accomplishing the mission and objectives assigned to the civilian personnel office.

(8) Strengthening the Total Army team by melding the military and civilian personnel systems where feasible.

c. Military personnel and civilian employees of the Department of the Army, including local nationals and nonappropriated fund employees, are eligible.

d. Papers will be submitted in an original and seven copies with a separate cover page. The cover page will include the title of the paper, the author's full name and title (Mr., Ms., Miss, Mrs., or rank, if military), the complete organizational address (including office symbol and zip code), and the commercial and DSN telephone numbers. The title of the paper must appear again on the first page of the text. The paper should be typed double-spaced with each page numbered. A suggested, not prescribed, length is 2500 to 3000 words. A summary of the contents of the paper (100 words or less) should be submitted by the author to assist in preparing papers selected for publication in appropriate periodicals.

e. Criteria to be used in judging the papers are cited below. The numbers in parentheses are the weights that the panels will use when evaluating the papers. The weights for the four criteria add up to a total of 100 points.

(1) *Originality.* The paper should present new ideas or a combination of ideas in a unique way, or describe a problem and present a new solution to it, or describe a condition and present an unusual way of treating it, or develop a novel approach to civilian personnel management or administration. The paper should cite research conducted on the subject, if applicable, and document such research in footnotes and a bibliography. (35 points maximum)

(2) *Quality of writing.* Judging will be based primarily on content, or how well the idea of the paper is developed and documented by research. However, consideration will also be given to clarity of expression and proper use of language. (25 points maximum)

(3) *Scope.* The paper should have broad coverage or application, affecting all organizations, programs, or the workforce in a MACOM or the entire Department of the Army, if adopted. (20 points maximum)

(4) *Relevance and feasibility.* The paper should be relevant to contemporary Army and Federal civilian personnel management and administration. It should be realistic or practical in terms of potential application or implementation. The paper must include what the

author expects the Army to do concerning the idea in the paper. (20 points maximum)

f. The award will consist of a certificate which will be presented by the Assistant Secretary of the Army (Manpower and Reserve Affairs) or another high level official.

g. Entrants should submit papers to their MACOM by 30 July. MACOM Civilian Personnel Directors will forward papers which they personally endorse to U.S. Total Army Personnel Command, ATTN: TAPC-CPP-D, 200 Stovall Street, Alexandria, VA 22332-0310 for receipt not later than 16 July.

4-6. Roger W. Jones Award for Executive Leadership

a. The American University presents this award each year to two career executives of the Federal Government.

b. Selection is made on the basis of demonstrated—

(1) Superior leadership that resulted in outstanding organization achievements.

(2) Strong commitment to the effective continuity of Government by successfully bringing about the development of managers and executives.

c. Nominations will be submitted by 30 September to the Executive Secretary, AIAB. Nominations will include the following:

(1) A brief biographical sketch, including employment background and significant awards.

(2) A description of the nominee's superior leadership which resulted in outstanding organizational achievement. This description should make clear the nature and significance of the achievement and the career executive's specific role.

(3) A description of the nominee's strong commitment to effective continuity of Government as evidenced by success in bringing about the development of managers and executives. This description should include information about specific actions of the nominee and the results obtained in institutionalizing the development of career executives as well as in developing individual managers and executives.

(4) An original and two copies of DA Form 1256.

d. There is no limit to the number of nominations that may be submitted.

4-7. William A. Jump Memorial Award

a. The William A. Jump Memorial Foundation presents this award each year to one Federal employee (civilian or military) in recognition of the following:

(1) Outstanding service in the field of public administration.

(2) Notable contributions to the efficiency and quality of the public service in this field.

b. Any Federal employee who meets all the following criteria is eligible for consideration for this award:

(1) Under 37 years of age within the calendar year during which the nomination is submitted. (MACOM commanders may request a waiver of the age eligibility criterion.)

(2) Performance over a considerable period of time (no less than 5 years) in either a line or staff position.

(3) Demonstration of the following:

(a) Unusual competence and interest in any area of public administration.

(b) Leadership shown in the direction or development of programs.

(c) Creativity and resourcefulness.

(d) Close adherence to the basic principles of enlightened public service.

(e) Integrity.

(f) Dedication to duty.

c. For the purpose of this award the term "work" refers to either line or staff activity and the term "public administration" covers all aspects of executive-administrative direction, supervision and development or operation of Federal activities. It does not include achievements specifically of a scientific or technological nature, or of attorneys in the practice of their legal profession. However, persons engaged in such specialized professional fields of work may

be eligible for consideration. Their eligibility must be based on performance that involves general program and policy administration, or organizational planning, and executive or supervisory responsibilities of sufficient administrative importance to warrant special recognition. Public administration includes personnel administration, budget and financial administration, administrative analysis, all management and administrative planning activities, and the executive planning and direction of programs.

d. Nominations for this award will be submitted by 30 December through command channels to the Executive Secretary, AIAB. The major commander concerned must personally endorse each nomination. There is no limit to the number of nominations that may be submitted.

e. Nominations will be typed single-spaced with a double space between new subject paragraphs. Paragraphs will be numbered in sequence, and titles will correspond with the following:

(1) Name, title, grade, phone numbers, and salary.

(2) Department and major command.

(3) Date of birth.

(4) Home address (and legal voting address if different).

(5) Educational background and awards or commendations received.

(6) Brief description of nominee's present duties and responsibilities (including the scope of his or her work), the size and nature of staff directly supervised by the nominee.

(7) Brief chronological outline of past employment, indicating grade and scope of duties and responsibilities.

(8) Brief statement with two or three examples of specific accomplishments and contributions together with comments which illustrate each of the eligibility criteria, such as unusual competence and interest, leadership qualities, creativity and resourcefulness, adherence to basic principles of enlightened public service, integrity, and dedication to duty. Community service may also be addressed.

(9) Citation of approximately 100 words.

f. Exhibit materials such as copies of publications may be attached, but all the basic information requested above should be included in the nomination itself. Only one set of exhibits and publications needs to be submitted.

4-8. William H. Kushnick Award

a. The William H. Kushnick Award was established in 1968 by a group of prominent citizens who had served on the staff of the Secretary of War during World War II. It is now sponsored by the Army Civilian Personnel Alumni Association, an organization of former and current Army civilian personnelists. The Association has established a trust fund to be used annually to recognize the most outstanding singular achievement of an Army employee in civilian personnel administration, and to encourage greater achievement among all employees in that career field.

b. The award consists of a DA certificate and a memento provided by the Army Civilian Personnel Alumni Association.

c. All civilian employees, including appropriated and nonappropriated fund employees, U.S. citizens, and local nationals, engaged in civilian personnel administration in DA are eligible.

d. Eligible personnel will be nominated and considered according to the following criteria:

(1) *Specific contribution.* A specific contribution in the broad field of civilian personnel administration, for which the nominee is personally responsible and which resulted in material improvement in service, substantial financial savings, or significant social or technological progress. The contributions must have culminated during the calendar year for which the award is given.

(2) *Career accomplishments.* A record reflecting highly effective personal career development, executive or technical ability, exemplary performance, and demonstrated potential for higher level work. These accomplishments should not be limited to the specific contribution for which the individual is nominated.

e. Nominations will consist of the following:

(1) A cover sheet containing the following:

(a) Name of nominee.

(b) Position title and grade (rank).

- (c) Employing organization and location.
- (d) Years of Federal service.
- (e) Organization address (include zip code).
- (f) Work telephone number (include area code or DSN).
- (g) Education.
- (h) Awards and recognition.
- (i) Job progression in Army (descending order by service dates).
- (j) Major commander's endorsement (include signature, title, and date signed).

(2) Description of contributions or accomplishments (not to exceed 1,000 words) as specified in the following:

(a) Outline of one or more specific contributions that culminated in the year for which the award is given and that is or are clearly above normal job performance requirements.

(b) Relationship to Army's major objectives.

(3) A proposed citation highlighting the specific contribution not to exceed 100 words.

(4) Other Comments (such as significant accomplishments in previous years).

f. The Secretary of the Army presents the William H. Kushnick Award at a Pentagon ceremony usually held in May.

g. Nominations will be submitted in an original and seven copies to HQDA, ATTN: DAPE-CPE, WASH DC 20310-0300 not later than 30 January.

4-9. John W. Macy, Jr. Award

a. This award recognizes demonstrated excellence in the leadership of civilians by an Army military or civilian supervisor. It exemplifies the highest traditions established by Mr. Macy during his long and distinguished career of public service and the Army's philosophy that leaders are responsible for civilian personnel management. Mission accomplishment at every level of organized activity requires effective leadership. While the leader's qualities are often the focus of attention, the excellence of the team's mission performance, the growth of team members, and the esprit of the team are major indicators of leader effectiveness. This recognition is intended to identify and recognize role models whose teams set the standard for other leaders of our soldier-civilian team.

b. The award consists of a DA certificate and a memento provided by the Army Civilian Personnel Alumni Association.

c. All DA military and civilian leaders, colonel or GM-15 and below, U.S. citizen, or local national, paid by appropriated or non-appropriated fund, are eligible for this award.

d. Eligible personnel will be nominated and considered according to the following criteria:

(1) *Specific contribution.* A specific contribution for which the team led by the nominee is responsible and which resulted in material improvements in areas such as Army mission support, military-civilian teamwork, customer service, productivity, EEO accomplishments, and enhancement of the Army's reputation as an employer. The contribution must be one for which the nominee's team is responsible and which was accomplished because of the effective and caring leadership of the nominee. It must have culminated during the calendar year for which the award is given and must have demonstrated by specific examples how the nominee's interaction with the civilians on the team "got the job done."

(2) *Sustained accomplishments.* A record of accomplishments which reflect extraordinary leadership of civilian personnel over a sustained period of more than the calendar year of the specific contribution.

e. Major commanders may submit any number of nominations for this award. MACOM and installation commanders and their staffs should be alert to the accomplishments of their subordinate leaders who may be potential nominees for this award.

f. The SA will present the John W. Macy, Jr. Award concurrently with the William H. Kushnick Award.

g. Nominations will consist of the following:

(1) A cover sheet containing the following:

(a) Name of nominee.

(b) Position title and grade (rank).

- (c) Employing organization and location.
- (d) Years of Federal service.
- (e) Organization address (include zip code).
- (f) Work telephone number (include area code or DSN).
- (g) Education.
- (h) Awards and recognition.
- (i) Job progression in Army (descending order by service dates).
- (j) Major commander's endorsement (include signature, title, and date signed).

(2) Description of contributions or accomplishments (not to exceed 1,000 words) as specified in the following:

(a) Outline of one or more specific contributions that culminated in the year for which the award is given and that clearly demonstrate excellence in leadership of Army civilians.

(b) Sustained career accomplishments which reflect extraordinary leadership of civilians over a period of more than the calendar year of the specific contribution.

(c) Description of the results achieved, specifically, material improvements in Army areas such as mission support, military-civilian teamwork, customer service, productivity, significant EEO accomplishments, and enhancement of Army's reputation as an employer.

(3) A proposed citation highlighting the specific contribution not to exceed 100 words.

(4) Nominations must be submitted in the required format and reach the Executive Secretary, AIAB, not later than 30 January.

4-10. National Public Service Awards

a. The American Society for Public Administration and the National Academy of Public Administration present the National Public Service Awards each year. Up to five awards are presented annually to public service practitioners who—

(1) Currently work, or have spent the primary part of their careers working, in the public service.

(2) Have made outstanding contributions on a sustained basis rather than having performed a single exceptional deed.

(3) Have accomplished or caused to be accomplished significant programs or projects within their areas of responsibility to the ultimate benefit of the general public.

b. Award winners will be selected from all levels of public service—local, State, and Federal Government, international and non-profit organizations—but awards will not be made by category.

c. Previous nominees may be renominated provided they meet the provisions of this award and their nominations are updated to include their latest achievements.

d. Nominations must be typewritten and follow the outline provided below:

(1) Name, address, daytime telephone, title, and organization of the nominee, the nominator, and three references who can evaluate the nominee's recorded achievements.

(2) Certification statement such as, "I certify that all the information provided in this nomination is accurate and correct to the best of my knowledge and belief, and is made in good faith," followed by the nominator's signature and date.

(3) Information on nominee as follows (not to exceed five pages):

(a) Brief description of responsibilities.

(b) Statement of Achievement (why this person should be named a winner).

(4) The following questions may be used to guide your writing of the Statement of Achievement:

(a) Describe the political and institutional environment in which the nominee has worked. What problems were faced? What were the organizational complexities?

(b) Highlight what was creative and innovative about the nominee's work. What did the nominee think needed to be done? What did the nominee accomplish? How were people and resources mobilized?

(c) What has changed as a result of the nominee's work? What has been the impact on efficiency, effectiveness, the careers of others, and so forth?

(d) Comment on the nominee's commitment to the public service and how his or her service exemplifies it. If there have been inspirational aspects, please discuss them.

(5) Nominee's biography (not to exceed four pages) summarizing positions held, educational background, civic and professional involvements, and other personal data.

e. Total nomination should not exceed ten pages, and must be submitted by 30 September to the Executive Secretary, AIAB.

4-11. Ten Outstanding Young Americans

Information on the Ten Outstanding Young American Award is contained in AR 672-5-1

Chapter 5 Public Service Awards

5-1. Concept

This chapter contains public service awards granted by the President and DOD. It also supplements DA awards contained in AR 672-20. Individuals nominated for these awards should not be given a DA award for the same achievement unless the nomination for the higher level award is disapproved.

5-2. Presidential Medal of Freedom

a. The Presidential Medal of Freedom may be awarded to any person who has made an especially meritorious contribution to—

- (1) The security or national interests of the United States.
- (2) World peace.
- (3) Cultural or other significant public or private endeavors.

b. MACOM commanders may submit nominations for this award. Nominations for this award, and awards cited in the following paragraphs, will be prepared in letter form and submitted through command channels to the Executive Secretary, AIAB, with documentation giving factual evidence that a highly significant service has been provided by the nominee. A proposed citation, not to exceed 125 words, will be included in the nomination.

5-3. Presidential Citizens Medal

This medal may be bestowed upon any U.S. citizen who has performed exemplary deeds or service for his or her country or fellow citizens. MACOM commanders may submit nominations for this award.

5-4. Department of Defense Medal for Distinguished Public Service

a. This is the highest honorary award presented by DOD to private citizens. It consists of a gold medal, a rosette, and a citation signed by the SECDEF.

b. It is presented to private citizens—

- (1) Who have performed distinguished service of significance to DOD as a whole.
- (2) Who have performed meritorious service of such significance to DA that recognition at SA level is considered insufficient.
- (3) Whose service or assistance was performed at considerable personal sacrifice and inconvenience.
- (4) Who were motivated by patriotism, good citizenship, and a sense of public responsibility.

c. Documentation of factual evidence that a highly significant service has been provided to DOD shall be forwarded with each nomination.

5-5. Secretary of Defense Award for Outstanding Public Service

a. This is the second highest award presented by DOD to private citizens. It consists of a silver medal, a rosette, and a citation signed by the SECDEF.

b. It is presented to private citizens whose contributions, assistance, or support to DOD functions are extensive enough to warrant recognition beyond the DA level, but are of a more limited scope or

impact than that required for award of the DOD Medal for Distinguished Public Service.

5-6. Decoration for Distinguished Civilian Service

Nominations must be submitted within 6 months from the end of the period of service to be recognized. Nominating procedures will follow those in paragraph 5-2b above; and, in addition, must include the following:

- a. Previous awards.
- b. Proposed citation not to exceed 95 words.
- c. Project, research, or service performed.
- d. Activity in which performed.
- e. Dates of service.
- f. Relationship and value of the service to the Army.

5-7. Department of Defense Meritorious Award

a. This award may be granted to organizations (including corporations, associations, and other groups) for outstanding contributions to the national defense effort. These contributions must involve the material furtherance of an established DOD program and require considerable effort on the part of the organization concerned in the planning and execution of the service performed.

b. This award will not be used to recognize efforts of industrial organizations which meet or exceed DOD production quotas.

c. Recommendations may be initiated by any Army command or agency. Such recommendations will be coordinated through Public Affairs channels at every level and forwarded by the MACOM to the Executive Secretary, AIAB. Each recommendation to the SECDEF will be accompanied by appropriate documentation giving factual evidence that a significant service has been rendered to DOD.

Chapter 6 Career Service Recognition for Civilian Employees

6-1. Description

Career service emblems and Office of Personnel Management (OPM) certificates are used to recognize 5-year increments of career Federal service.

6-2. Presentation

a. Career service emblems normally will be presented soon after the employee attains eligibility. However, the date of presentation may be set within a reasonable period of time after the date of eligibility to—

- (1) Arrange presentation ceremonies for groups of employees.
- (2) Include the presentation in anniversary celebrations or other events of special meaning to the Army activity.

b. Benefits to morale from such recognition depend to a large degree on the pride and respect with which the emblem is presented, received, and worn. To foster these attitudes maximum public and employee attention should be focused upon the emblems as symbols of competent and devoted Federal service. This may best be accomplished through carefully planned public relations activities in connection with award presentation ceremonies.

c. Award ceremonies for foreign national employees will be administered in such a way as to—

- (1) Emphasize the mutual interest of the United States and host government.
- (2) Obtain a favorable response from the community in the host country.

Chapter 7 Procurement of Recognition Devices and Forms

7-1. Honorary recognition devices

- a. The individuals responsible for administering the incentive

awards program, on behalf of the officials listed in AR 10– requisition awards that can be approved by their commanders.

b. Commands and activities will order decoration sets by sending requisitions to the Defense Personnel Support Center, (Directorate of Clothing and Textiles), ATTN: DPSC–FOOA, 2800 South 20th Street, Philadelphia, PA 19101. DSN 444–2528.

c. Decoration sets are available for the following awards:

(1) Commander's Award for Civilian Service. Federal Stock No. 8455–01–040–8180.

(2) Commander's Award for Public Service. Federal Stock No. 8455–01–177–4953.

(3) Superior Civilian Service Award. Federal Stock No. 8455–01–276–9489.

(4) Achievement Medal for Civilian Service. Federal Stock No. 8455–01–276–9488.

(5) Civilian Award for Humanitarian Service. Federal Stock No. 8455–01–270–2969.

d. The following decorations are issue limited to MACOMs:

(1) Outstanding Civilian Service Award. Federal Stock No. 8455–753–6502.

(2) Meritorious Civilian Service Award. Federal Stock No. 8455–00–817–2243.

(3) Patriotic Civilian Service lapel button. Federal Stock No. 8455–00–265–4886.

(4) Laurel leaf cluster (bronze). Federal Stock No. 8455–00–890–2063.

(5) Laurel leaf cluster (silver). Federal Stock No. 8455–00–890–2062.

(6) Laurel leaf cluster (gold). Federal Stock No. 8455–00–890–2064.

e. Procurement of Career Service emblems is as follows: Lapel buttons for length of service may be ordered from GSA/FSS, ATTN: 7FXER, 819 Taylor Street, Fort Worth, Texas 76102. Orders may be faxed to GSA/FSS on commercial (817) 334–2605.

7–2. Procurement of DA and OPM forms

a. Commands and activities will requisition forms from the Commander, U.S. Army Publications Center, 2800 Eastern Boulevard, Baltimore, MD 21220.

b. Certificates are available for the following awards:

(1) DA Form 5655, Superior Civilian Service Award (AR 672–20, para 8–4).

(2) DA Form 4689, Commander's Award for Civilian Service (AR 672–20, para 8–5).

(3) DA Form 5654, Achievement Medal for Civilian Service (AR 672–20, para 8–6).

(4) DA Form 5652, Civilian Award for Humanitarian Service (AR 672–20, para 8–8).

(5) DA Form 2442, Certificate of Achievement (AR 672–20, para 8–9).

(6) DA Form 2443, Commendation Certificate (AR 672–20, paras 2–6 and 8–10).

(7) DA Form 4592, Department of the Army Promotion Certificate (AR 672–20, para 8–13).

(8) DA Form 5231, Commander's Award for Public Service (AR 672–20, para 9–4).

(9) DA Form 7013, Certificate of Appreciation (general) (AR 672–20, paras 8–11 and 9–7).

c. The following certificates are issue limited to MACOMs:

(1) DA Form 7015, Meritorious Civilian Service (AR 672–20, para 8–3).

(2) DA Form 7017, Outstanding Civilian Service Award (AR 672–20, para 9–3).

(3) DA Form 7012, Certificate of Appreciation for Patriotic Civilian Service (AR 672–20, paras 8–7 and 9–5).

d. The following length of service certificates are also requisitioned from the U.S. Army Publications Center in Baltimore:

(1) OPM Form WPS 101 (Certificate for 5 years of service).

(2) OPM Form WPS 102 (Certificate for 10 years of service).

(3) OPM Form WPS 103 (Certificate for 15 years of service).

(4) OPM Form WPS 104 (Certificate for 20 years of service).

(5) OPM Form WPS 105 (Certificate for 25 years of service).

(6) OPM Form WPS 106 (Certificate for 30 years of service).

(7) OPM Form WPS 107 (Certificate for 35 years of service).

(8) OPM Form WPS 108 (Certificate for 40 years of service).

(9) OPM Form WPS 109 (Certificate for 45 years of service).

7–3. Forms and medals stocked by HQDA

The following certificates and medals are used only by HQDA or stocked at HQDA, ATTN: DAPE–CPL, 300 Army Pentagon, WASH DC 20310–0300:

a. DA Form 7014, Decoration for Exceptional Civilian Service (AR 672–20, para 8–2).

b. DA Form 7016, Decoration for Distinguished Civilian Service (AR 672–20, para 9–2).

c. OPM Form WPS 110 (Certificate for 50 years of service). (To obtain this 50-year certificate, please submit requests to the above address.)

Appendix A References

Section I Required Publications

AR 672-20

Decorations, Awards, and Honors: Incentive Awards (Cited in paras 5-1, 7-2 and 7-3.)

Section II Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand this publication.

AR 10-5

Organizations and Functions

AR 672-5-1

Military Awards

Federal Personnel Manual

Section III Prescribed Forms

There are no entries in this section.

Section IV Referenced Forms

DA Form 1256

Incentive Award Nomination and Approval

DA Form 2441

Suggestion Award Certificate

DA Form 2442

Certificate of Achievement

DA Form 2443

Commendation Certificate

DA Form 4592

DA Promotion Certificate

DA Form 4689

Commander's Award for Civilian Service

DA Form 5231

Commander's Award for Public Service

DA Form 5652

Civilian Award for Humanitarian Service

DA Form 5654

Achievement Medal for Civilian Service

DA Form 5655

Superior Civilian Service Award

DA Form 7012

Certificate of Appreciation for Patriotic Civilian Service

DA Form 7013

Certificate of Appreciation (general)

DA Form 7014

Decoration for Exceptional Civilian Service

DA Form 7015

Meritorious Civilian Service Award

DA Form 7016

Decoration for Distinguished Civilian Service

DA Form 7017

Outstanding Civilian Service Award

DA Form 7129

Secretary of the Army Award for Outstanding Achievement in Materiel Acquisition

OPM Form WPS 101

Certificate for 5 years of service

OPM Form WPS 102

Certificate for 10 years of service

OPM Form WPS 103

Certificate for 15 years of service

OPM Form WPS 104

Certificate for 20 years of service

OPM Form WPS 105

Certificate for 25 years of service

OPM Form WPS 106

Certificate for 30 years of service

OPM Form WPS 107

Certificate for 35 years of service

OPM Form WPS 108

Certificate for 40 years of service

OPM Form WPS 109

Certificate for 45 years of service

OPM Form WPS 110

Certificate for 50 years of service

Glossary

Section I Abbreviations

AAA

Army Audit Agency

AIAB

Army Incentive Awards Board

DA

Department of the Army

DOD

Department of Defense

EEO

equal employment opportunity

FPM

Federal Personnel Manual

GEICO

Government Employees Insurance Company

GM

general merit

GSA/FSS

General Services Administration/Federal
Supply Service

HQDA

Headquarters, Department of the Army

MACOM

major Army command

OPM

Office of Personnel Management

QSI

quality step increase

SA

Secretary of the Army

SECDEF

Secretary of Defense

Section II Terms

Career service recognition

An award which acknowledges the number of years of Government service.

Honorary award

An award of a medal, certificate, plaque, or other item that can be worn or displayed, usually accompanied by a citation.

Incentive award

A cash award, an honorary award, or both, that does not include a quality step increase or performance rating.

Public service award

An award granted to a private citizen in recognition of service benefiting the Government.

Section III

Special Abbreviations and Terms

There are no entries in this section.

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